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Volume III
September, 1998

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the central news

Executive Office for Administration and Finance

Central Business Office

From the Desk of...

Mary Ann Bradley

As summer comes to a close and vacation schedules quiet down, this is an opportune time to update departments on some major initiatives, such as Y2K Compliance, IT Readiness, HR/CMS preparation, Procurement Reform, Saltonstall Relocation, and County Government Abolition which have been major focuses during the past months for key oversight departments and the CBO.

The staff at the CBO continues to work towards developing stronger working relationships with our customer agencies and learning about your critical priorities. To that end, the CBO will be embarking on a number of new initiatives during the months to come which will have the long-term benefit of providing more efficient modes of communication, as well as time-savings in regards to processing. This improvement will be witnessed on the soon-to-be-released CBO Intranet site which will streamline the processing of standard forms by offering the forms in electronic format, and through our work with the Office of the State Comptroller and Operational Services Division on the electronic mall pilot--also known as "E-mall"--which will bring procurement to the web.

On a bittersweet note, we will sorely miss the leadership and support of Secretary for Administration and Finance, Charles Baker. Without Charlie's vision and championing of the centralized administrative model, the CBO would not have evolved into the growing support organization of today.

As always, we welcome your feedback on our newsletter, and any other questions or concerns you may have.

notables . . .

Much continued success is wished to Secretary for Administration and Finance, Charles Baker, in his new position as the President and Chief Executive Officer of Harvard/Vanguard Medical Associates. Mr. Baker begins his new role as of September 1, 1998. While this much-deserved opportunity allows Charlie to use his superior administrative skills in the setting he loves--healthcare--he will be greatly missed at both ANF and in the Commonwealth of Massachusetts. CONGRATULATIONS CHARLIE!!

We also congratulate Frederick Laskey on his appointment as the new Secretary for ANF. Mr. Laskey was formerly the Senior Deputy Commissioner for the Department of Revenue, and has played a key roll in improving tax processing via automation and increased the focus on customer service. He has also served as an assistant secretary for ANF, and before that as co-director of the governor's legislative affairs office. The staff of the CBO looks forward to working with Mr. Laskey and supporting his priority projects.

The CBO would like to welcome David Lewis to the Information Technology Division! Mr. Lewis will be filling the role of Deputy Director of ITD. Formerly the Chief Information Officer and Sr. Deputy Registrar at the Registry of Motor Vehicles, Mr. Lewis was instrumental in significant automations at the Registry that have benefited one and all. We wish Dave much success in his new position.

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The Latest From Human Resources

Technical Pay Law Review

The Technical Pay Law (TPL) program, established by Chapter 717 of the Acts of 1983, provided Commonwealth agencies with a means of attracting and retaining qualified data processing professionals by establishing broad salary ranges for those positions that were eligible for TPL.

Because of rapid changes in technology, the Human Resource Division (HRD) has issued revised TPL guidelines to help identify those special skills necessary in order to be eligible for TPL. A review of all current TPL employees, using the new guidelines, has been completed and recommendations have been made by agencies.

Under the new guidelines, some employees will be returned to bargaining unit positions, some will be returned to management positions, and some will remain TPL. The four old TPL ranges have been replaced by two ranges: Sr. Programmer/Analyst, and Systems Programmer/Supervisor. More information on TPL will be sent to all employees when it becomes available.

Deferred Compensation Plan

The following information was distributed to all Treasurers, Payroll Coordinators, and Personnel Directors. We thought that it might also be of interest to you.

Please be advised that effective July 21st, 1998, the salary deferral limit for the Commonwealth of Massachusetts Deferred Compensation Plan has been increased to the lesser of 25% of annual compensation, or a maximum of $8,000 each year.

The maximum contribution for qualified participants utilizing the Plan's "Catch-Up" provision shall remain at $15,000 annually.

If you have any questions regarding this matter, please contact the HELPLINE or your Account Executive at (800) 799-MASS (6277).

Performance Evaluation Changes in FY99

The Human Resources Division (HRD) has created a new Employee Performance Review System (EPRS) for employees in Units 1, 3, and 6. As of July's commencement of FY99, employees in Units 1, 3, and 6 will be evaluated on a three-point scale, as either "meets," "exceeds," or "below." (Employees in other bargaining units will continue to be rated as either "satisfactory" or "unsatisfactory.") An employee with an evaluation of "exceeds" will be eligible to take one day off, with pay and without affecting leave balances. The employee must take the day within 6 months after receiving the rating. An employee with an evaluation of "below" will have a remedial development plan created for him/her by the supervisor.

HRD has created employees' and supervisors' guides to EPRS. Both guides are available on HRD's Internet site (www.state.ma.us/hrd). The CBO also has copies of these guides, as well as electronic and paper copies of the FY99 EPRS form. Materials can be obtained by contacting Lori Buseck at 727-8181, Ext. 2016 or LoriB@anf.state.ma.us.

New Domestic Violence Policy

The Human Resources Division (HRD) recently instituted a policy of zero tolerance for domestic violence. The policy is designed to help ensure the safety of victims of domestic abuse, and to allow for discipline of abusers.

The new policy gives employees up to 15 paid days per year for taking care of matters necessary as a result of domestic violence against them or their children. Employees may take up to six months of unpaid leave for the same purpose. The policy directs employers to help keep the employee safe at work by screening phone calls, reassigning employees, or other actions to separate the employee from the abuser.

The domestic violence policy allows employers to discipline employees who have committed acts of domestic violence, whether or not the violence took place near or in the workplace. Discipline may range from oral warnings to dismissal. The policy allows employers to consider acts of domestic violence in promotion, hiring, and other work-related decisions. HRD is currently offering train-the-trainer sessions about the zero tolerance policy. Copies of the domestic violence policy are available at the Central Business Office.

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TECH TALK

Technology Perplexity: Where are we Going Anyway? (Part 1 of a two part series)

NT, TCP/IP, Exchange, Outlook, StreetTalk, Domains, and the other thousands of myriad software names and acronyms can be overwhelming at times. Technology changes seem to be speeding faster than most of us can comprehend, yet alone stay on top of. What are all these changes? How does it affect me? Why do we need all these changes? This article will try to shed some light on where we were a year-and-a-half ago, where we are today, and where we are going in the future.

Where We Were

A little over a year-and-a-half has gone by since the Local Area Network Team (LAN Team) was created as part of the Central Business Office in November of 1996, assuming the technical responsibilities of fifteen agencies plus the Governor's office which was in need of technical support for its current network configuration and desktop PC's. Many agencies had outdated network technology, and the desktops ranged from the 1980's 286 processor to a 486. Many of these computers could not run the latest software now being purchased, and we were often plagued with hardware or software-related problems. Over the course of the eighteen months, the CBO LAN Team has converted many of these computers to state-of-the-art systems. This was accomplished with the cooperative assistance of the departments, key ITD units, the LAN Team, and initiatives such as the IT Readiness program offered to state agencies for the purchase of hardware.

We have had blanket contract vendors quote prices ranging from $200 to $400 per PC to configure them with all the software. The LAN Team configured and deployed approximately 350-plus of these new PC's at a substantial cost-savings. It is not too hard to do the math and realize the cost-savings to the agencies ranged from $60,000 to $120,000. The LAN Team implemented new technology to perform the configurations more efficiently and accurately. This now enables us to quickly reconfigure a PC that might experience problems as a newly shipped computer, instead of trying to diagnose and rectify difficult problems.

Where We Are

The network, or the ability of computers to "talk" to other computers, has also undergone major changes and improvements. For some of the agencies, Microsoft's NT network was implemented. For others, major upgrades were instituted with the hardware and the Banyan Vines software to bring it within the Commonwealth's WAN standardization program. This provided most CBO clients the ability to access the World Wide Web, CEO job postings, and Comm-PASS, as well as support HR/CMS and more efficient access methods to the Commonwealth's mainframe computer system located in Chelsea.

One of the goals for the CBO LAN is to provide services and technical and operational changes to help agencies realize cost-efficiencies that otherwise would not be realized with independent, decentralized LAN departments. We constantly analyze ways for cost-savings, yet retain or improve the quality and reliability of services. One way to accomplish this objective is to consolidate multiple agencies from their outdated network technology onto one state-of-the-art platform. We estimated that over a five-year period, the cost savings to each agency would easily be over $150,000! The cost-savings for each agency is in the avoidance of purchasing a new server and software, maintenance costs, software and hardware upgrade subscriptions, media backup tapes, tape-head cleaners, and the concomitant human resources to support and perform all the tasks. All these items add up quite significantly, especially if the agency historically relied on outside consulting services for their technical support.

Currently Massachusetts Office for Dispute Resolution, Administrative Law Appeals, Appellate Tax Board, Governor's Commission on Mental Retardation (MRCOMM), Governor's Warrants, and the Civil Service Commission have been sharing common hardware and software resources housed at the Saltonstall Building. The Human Resources Division's 5th floor training facility, Massachusetts Commission Against Discrimination and the Central Business Office share common hardware and software resources. Other agencies are considering sharing technology resources located at the McCormack Building. All these agencies

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FISCAL BULLETIN

Payment/Procurement Updates...

Quality Assurance Reviews

One of the key factors identified through the successful implementation of Procurement Reform, was the development of a quality assurance (QA) program. Through a joint effort between the Operational Services Division (OSD) and the Office of the Comptroller (OSC), a QA program was developed including a thorough agenda to be used when meeting with agencies. The review consists of a hands-on look at agency procurement files, as well as a discussion of procurement practices followed by the agency.

The QA program is well underway and the Central Business Office (CBO) has been working closely with customer departments and the QA Team to conduct reviews of CBO agencies. Reviews have been conducted for the Bureau of State Buildings, Administrative Law Appeals, Human Resources Division, Mass. Developmental Disabilities Council, and the Operational Services Division. As a result of these reviews, the OSD/OSC QA team has sent follow-up memorandums as to the conclusion of their review and recommendations to be implemented. These recommendations have assisted us in working with the agencies to ensure Procurement Reform Guidelines are being adhered to.

We look forward to the continued effort of the QA Team in completing reviews of the remaining CBO agencies

E-Mall is Here!

The CBO is going to be participating in the Electronic Mall pilot--better known as "E-Mall." E-Mall is a multi-state initiative to procure goods and services from participating vendors using state-of-the-art Internet technology. The concept is rather simple. Five states, including the Commonwealth, are engaging in this joint-venture in order to use Internet technology to access the websites of a pool of vendors with whom they have previous contracts to purchase goods and services. Participating states will be able to purchase from each others' contracts, and also be able to place orders from the websites. Payments for such transactions will be done through EFT/EDI. The pilot is slated to start by March, 1999.

We are very excited at being selected as a User Department for this innovative pilot, and will keep you posted on its progress through our newsletter and our Advisory Board meetings.

Accounts Payable Info.

As you know, the accounts payable period for FY98 ended on August 31st. The CBO has worked diligently to process all invoices received from the agencies. We are also working on ideas and suggestions requested by internal staff to improve the payment process. With your assistance, we will be able to improve on the following in FY99:

- For FY99, Electronic Data Interchange (EDI) has changed from a three-way match to a two-may match. It is imperative that agencies confirm delivery, initial and submit EDI packing slips to the CBO in a timely fashion. The packing slips are the only documents used for audit purposes.

- It is essential that agencies initial and send packing slips for all deliveries, not just EDI, to the CBO upon confirmation of goods. Packing slips are matched with invoices to ensure prompt and accurate payment for goods delivered.

- The CBO is committed to processing payments in accordance with Commonwealth guidelines. Therefore, we are asking agencies to date-stamp all invoices upon receipt. This will be used as the payment voucher (PV) date which will determine the scheduled pay date. The scheduled pay date is the date that payments are issued, and is based on the number of days specified by object codes for the goods or services received. Most payments are issued twenty-eight days from receipt of an invoice.

...continued on page 6

Blessed are we who can laugh at ourselves for we shall never cease to be amused.
-- Anonymous

County Government...Did You Know...?

During FY98, some major changes occurred at the county and state government levels. With the enactment of Chapter 48 of the Acts of 1997, the government structure of Middlesex, Hampden, and Worcester counties changed dramatically when county government ceased to exist, and responsibility for functions and employees was transferred to the Commonwealth. The intent of this legislation was to streamline fiscal functions that were of a duplicate nature, or were too costly in their original form for the state and municipalities to maintain. The chart below summarizes the transition:

PREVIOUSLY:	*CURRENTLY:*
County Registry of Deeds	Secretary of State (SEC)
County Corrections & Sheriff`s Dept.'s	New state agencies under Public Safety: Sheriff's Dept. Middlesex (SDM) Sheriff's Dept. Worcester (SDW), Sheriff's Dept. Hampden (SDH)
County Court Employees	Trial Court (TRC)

With the abolition of these county government functions, approximately 2,000 employees, as well as county assets and liabilities were transferred to the Commonwealth's jurisdiction. To ensure this transition of staff, business functions, assets, and liabilities went smoothly, a dedicated team was created to manage this process:

TEAM:	*FUNCTIONS:*
ANF/CBO	chair work-group, coordinate all issues with state and county business experts
Group Insurance Commission	health, dental, optical for active and retired employees
Comptroller`s Office	tax, payroll, and fiscal guidance; establishment of new departments
Fiscal Affairs Division	budget issues, language development
Human Resources Division	employee relations, union contract issues, workers' compensation
State Treasury & Retirement Board	Deferred compensation, retirement, CAPS/payroll, bank account transition
Secretary of State	transition of Registry of Deeds--business functions and staff
Trial Court	transition of Court employees and business functions
Information Technology Division	technical compatibility & assistance with connection to MMARS, etc.
Dept. of Revenue--Div. of Local Services	assist with financial transition of debts and assets, detailed knowledge of county financial position

Additionally, the Executive Office for Administration & Finance, Division of Capital Asset Management & Maintenance, Operational Services Division, Public Employee Retirement Administration Commission, and Executive Office of Public Safety were consulted and advised the group on relevant topics. Of course, to ensure a fluid transition of staff and functions also required the participation of county officials. Thus, key staff and officials from the county worked closely with the team to assist in this major endeavor.

Due to the efforts of this group, along with the advice and assistance from business experts within their departments, the three counties scheduled for transition in FY98 has occurred. The group is now poised to work once again, to transition the staff and functions of three additional counties--Hampshire, Berkshire, and Essex--which will be abolished starting in FY99, through July 1st, 2000.

Fiscal Bulletin continued from page 4...

Budget Unit Update...

- This year, the preparation of the *FY99 spending plans* is somewhat later than usual. The forms and instructions became available late in August, and are due to the Fiscal Affairs Division in early October. The CBO analysts are working to prepare the spending plan forms for agency review, comment, and approval.

- We have completed the first year of the *Affirmative Market Program.* A preliminary review of expenditures for both Minority Business Enterprises (MBE) and Women Business Enterprises (WBE) was submitted to the Executive Office for Administration and Finance in late May. The final reports are due to EOAF by September 4th.

Revenue Update...

Charge It!

Operational Services Division (OSD) is now accepting credit cards at its state motor vehicle auctions. During its first year, the Central Business Office conducted an informal survey to investigate the level of interest there was among its Executive Office for Administration and Finance (ANF) agencies regarding the acceptance of credit cards as a method of payment. Human Resources Division (HRD) and OSD were eager to join the pilot which was a fiscal '98 initiative. OSD has been successfully accepting credit cards at their OVM auctions that are held at remote locations throughout the Commonwealth. HRD plans to accept credit cards at their new state-of-the-art testing center slated to open in September, 1998.

The enthusiasm and support that we received from our agencies, the Comptroller's Office, and the ANF senior staff was very helpful in getting this pilot up and running in such a short amount of time. The State Treasurer's Office is also putting together an RFR to select a vendor for the Electronic Payment Processing contract once the current contract expires next year.

There are no traffic jams when you go the extra mile.
--Anonymous

Human Resources continued from page 2...

Essential Functions Study: Review of Centralized Job Descriptions

The Human Resources Division (HRD) is currently spearheading the Essential Functions Study, an effort to update job descriptions for all bargaining unit positions. Well-written job descriptions can help agencies recruit better applicants, improve the quality of performance appraisals, and provide reasonable accommodations for job applicants and employees with disabilities.

HRD is interviewing a random sample of employees from each job title. Employees who are chosen are interviewed extensively about their job responsibilities. Almost 80 employees from the agencies that the CBO serves have participated in the study so far. HRD still has many more job titles to review, so more employees will be interviewed in the near future.

Many employees have had questions about how the study will affect their title, pay, or Civil Service tenure rights. HRD's Personnel Administrator, James Hartnett, has written to all study participants that, "It is not our intention to adversely affect employee pay or Civil Service tenure rights in effect at the time we implement the study results. We intend to work with all employee unions to reach agreements that will enable the study to be carried out quickly and in a manner that will protect these employee rights."

CBO Trivia

1.) How many agencies are supported by the CBO?
2.) How many units does the CBO have?
3.) What is the three-letter alpha code for the CBO in MMARS?
4.) Who is your budget analyst at the CBO?
5.) Where is the CBO located?
6.) The CBO has chaired meetings for the transition of how many counties to state government thus far?
7.) What is the name of the initiative enabling several participating states to procure goods and services from the Internet?
8.) What is the name of the new Secretary for ANF?
9.) Can employers discipline employees who have committed acts of domestic violence, whether or not the violence occurred in the workplace?
10.)What are the names of the CBO receptionist and courier?

1.) 15, 2.) 6, 3.) ANF, 4.) see back page for answer, 5.) McCormack Bldng., Room 1602, 6.) 3, 7.) E-Mall, 8.) Fred Laskey, 9.) Yes, 10.) Lorraine Grosvenor, Pat Brown.

Tech Talk continued from page 3...

can now focus on their individual business objectives and leverage the technology to assist with meeting these objectives.

The CBO LAN and its client agencies have come a long way over a relatively short period of time. We have brought in new reliable technology and instituted operational efficiencies, while saving the Commonwealth a substantial amount of dollars.

In the next issue, we will discuss some of our near-term objectives and longer-term plans and how they will continue to support our goal of providing better services at less cost to the agencies.

STATE LIBRARY

The State Library has undergone major technology improvements over the past year. Previously, the Library was utilizing outdated servers and software that was not Year-2000-compliant or in compliance with the WAN standardization initiatives. With the assistance of Library personnel, the CBO LAN team replaced the equipment with state-of-the-art technology ensuring Library users a faster, more reliable system. In addition, a twenty-four bay CD-ROM server was upgraded to now allow patrons seamless access to Library subscription services. The LAN team is currently in the process of delivering new mail software that will be easier to use and encompass many more features than the old Banyan "Blue Mail".

Direct Deposit Works For You

Tired of waiting in long teller lines at the bank? Tired of rushing to the bank on your lunch hour or after work?

If you have Direct Deposit, your money will be available before the regular paychecks are distributed! New programming changes have been made to minimize the waiting period. Direct Deposit usually takes one, but not more than two cycles before a direct deposit goes live.

If you have not yet taken advantage of this convenient and time-saving opportunity, please fill out the form below.

✂----------

***** PAYROLL DIRECT DEPOSIT AUTHORIZATION FORM *****

Name: _____

Agency: _____

Social Security Number: _ _ _ - _ _ - _ _ _ _

Transit Routing Number: _ _ _ _ _ _ _ _ _

Type of Account (circle one): Checking / Savings

Account Number: _____

Bank Name: _____

City/State: _____

Employee Signature: _____

Executive Office for Administration and Finance
CENTRAL BUSINESS OFFICE
Main Telephone #: 727-8181 | Fax #: 727-2222

The CBO provides full services to all agencies listed below

DEPT.	NAME & ADDRESS	TEL./ FAX	AGENCY CONTACT	CBO CONTACT: AP/PROCUREMENT	CBO CONTACT: AR/CHARGEBACK	CBO CONTACT: BUDGET	CBO CONTACT: HR Primary/Secondary	CBO CONTACT: LAN
ADD	Developmental Disabilities 174 Portland St., 5th Floor	727-4178 727-1174 Fax	Craig Hall	Payments—Anne Taylor Procurement—Christine Donohoe	Nelson Block	Karl Mayer	Cathy Jackson Florence MacQuarrie	Dan Folloni Paul Keplin
ALA	Administrative Law Appeals 100 Cambridge St., Rm. 904	727-7060 727-7248 Fax	Pat English	Payments—Barbara Saia-Houlihan Procurement—Grace McLaughlin	Al Enos	Charles Flynn	Cathy Jackson Florence MacQuarrie	Dan Buckley
ANF	EO Admin. & Finance State House, Rm. 373	727-2040 x464 727-2779 Fax	Jody Ryan	Payments—Barbara Saia-Houlihan Procurement—Grace McLaughlin	Nelson Block	Charles Flynn	Barbara Aiken Manny Gonsalves	Bill Donovan
ATB	Appellate Tax Board 100 Cambridge St., Rm. 1010	727-3100 x116 727-6234 Fax	Carl Benanti	Payments—Barbara Saia-Houlihan Procurement—Grace McLaughlin	Nelson Block	Karl Mayer	Florence Macquarrie Awilda Rivera	Dan Buckley
BGT	Fiscal Affairs Division State House, Rm. 272	727-2081 727-1024 Fax	Dave Norcross	Payments—Lee Ann Wilson Procurement—Charlene Collins	Nelson Block	Charles Flynn	Barbara Aiken Manny Gonsalves	Paul Keplin Dan Folloni
BSB	Bureau of State Buildings State House, Rm. 72	727-1100	Patrick Reed	Payments—Kathy MacFaden Procurement—LeiMei Kwan	Nelson Block	Mark McDevitt	Florence MacQuarrie Awilda Rivera	Paul Keplin
CAD	Comm. Against Discrimination One Ashburton Place, Rm. 601	727-3990 x226 727-6053 Fax	Melanie Louie	Payments— Procurement—Kris Gottlander	Christine Scott	Mark McDevitt	Awilda Rivera Florence MacQuarrie	Paul Keplin
CBO (ANF)	Central Business Office One Ashburton Place, Rm. 1602	727-8181 727-2222 Fax	Janice Whitehead	Payments—Kathy MacFaden Procurement—LeiMei Kwan	Nelson Block	Karl Mayer	Barbara Aiken Manny Gonsalves	Rich McDonald
CSC	Civil Service Commission One Ashburton Place, Rm. 2100	727-2293 727-7590 Fax	Brenda DiCesare	Payments—Barbara Saia-Houlihan Procurement—Grace McLaughlin	Nelson Block	Charles Flynn	Barbara Aiken Manny Gonsalves	Paul Keplin
HRD	Human Resources Division One Ashburton Place, Rm. 203	727-3555 x201 727-1175 Fax	Dave Webster	Payments—Lee Ann Wilson Procurement—Charlene Collins	Christine Scott	Karl Mayer	Manny Gonsalves Awilda Rivera	Dan Folloni
ITD	Information Technology Division One Ashburton Place, Rm. 1601	973-0705	Annemarie Kates	Payments—Anne Taylor Procurement—Christine Donohoe	Christine Scott	Mark McDevitt	Cathy Jackson Florence MacQuarrie	Paul Keplin Dan Folloni
LIB	State House Library State House, Rm. 341	727-2590	Joanne Swirbalus	Payments—Barbara Saia-Houlihan Procurement—Grace McLaughlin	Al Enos	Mark McDevitt	Florence MacQuarrie Awilda Rivera	Paul Keplin Bill Donovan
OHA	Mass. Office on Disability One Ashburton Place, Rm. 1305	727-7440 727-0965 Fax	Mike Dumont	Payments—Barbara Saia-Houlihan Procurement—Grace McLaughlin	Nelson Block	Charles Flynn	Cathy Jackson Florence MacQuarrie	Dan Folloni Paul Keplin
OSD	Operational Services Division One Ashburton Place, Rm. 1017	727-7500 72705400 Fax	Ellen Phillips	Payments— Procurement—Kris Gottlander	Al Enos	Mark McDevitt	Awilda Rivera Florence MacQuarrie	Dan Folloni
MODR (ANF)	Office of Dispute Resolution 100 Cambridge St., Rm. 1005	727-2224 727-6495 Fax	Mike Szymanski	Payments—Kathy MacFaden Procurement—LeiMei Kwan	Nelson Block	Karl Mayer	Barbara Aiken Manny Gonsalves	Dan Buckley

ZIP CODES: Portland St.—02114; Cambridge St.—02202; State House—02133; One Ashburton Place—02108
(last updated 8/19/98)

the central news

Executive Office for Administration and Finance

Central Business Office

Volume IV

December, 1998

GOVERNMENT DOCUMENTS COLLECTION

1998

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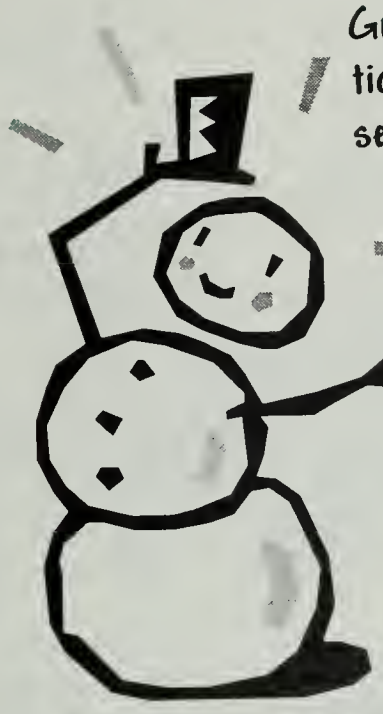
From the Desk of Mary Ann Bradley...

With the holiday season upon us, it is an opportune time to thank our customer departments and their staff for another productive year. With your support, the CBO has grown tremendously as a customer service organization, and continues to look for ways to assist agencies. To that end, we have included many updates in this issue pertaining to projects such as HR/CMS, E-Mall, and our new Intranet site which was created to make communications more efficient through automation.



The next months promise to be exciting, with the completion of Y2K updates to mainframe systems, House One preparation, and Governor-elect Cellucci and Lieutenant Governor-elect Jane Swift being sworn into office. We look forward to working with the new administration on key initiatives that will further support our customers.

In closing, I wish you a wonderful holiday season and a Happy New Year.

notables...

The CBO would like to wish Louis Gutierrez much success in his new position as the Deputy Director of Federal Reserve Information Technology for the U.S. Federal Reserve system. Louis has been extremely supportive of the CBO during the past two years, and we will miss him greatly. As the Chief Information Officer for the Commonwealth of Massachusetts, and the Director of the Information Technology Division, Louis leaves a legacy of major innovations and improvements to state government.

The Enterprise Applications Bureau (EAB) of the Information Technology Division will be saying goodbye and wishing a happy retirement to two long-term employees in December—Kathleen Cavanaugh Demala and Dorice Egerton.

In her thirty years of service, Kathy, who is currently the Production System Manager for the MMARS application, has been a person whom people look to for guidance. Her incredibly strong work ethic and

(Continued on page 6)

The Latest from Human Resources

Human Resources and Compensation Management System

On September 29, 1998, the Human Resources Division and the Human Resources and Compensation Management System (HR/CMS) executive committee met with agency heads and human resource directors to update them on the status of the HR/CMS project. Proceeding on schedule and within budget, the new system is slated for rollout in January, 2000.

The Commonwealth's HR/CMS project has entered a new and critical stage: Readiness. Readiness is aimed at preparing department people, technology, and documentation for a smooth transition from current HR and payroll systems to HR/CMS.

A meeting of agency liaisons was held on November 19, 1998. The meeting focused on the first set of tasks that need to be completed. The agency liaison and the Readiness coordinator from the Human Resources Division, will be working with agencies to help guide them toward readiness.

Direct Deposit

The Commonwealth of Massachusetts is conducting a statewide Direct Deposit Campaign. As part of this campaign, the Office of the State Comptroller (OSC) will be sending e-mails periodically to update all state employees.

Direct Deposit is a secure and simple way to receive your pay. By the time you get your pay-stub, your money is already in your account. The campaign is sponsored by OSC, the Office of the State Treasurer, and the Human Resources Division, with assistance from the Massachusetts State Employees Credit Union (MSECU), Fleet Bank, and the New England Automated Clearing House (NEACH).

Signing up for direct deposit is easy! Just fill out the Direct Deposit Authorization Form, give it to your payroll coordinator, and you're done—it's that easy!

FYI: The MSECU offers a free convenience checking account for state employees on direct deposit!

Deferred Compensation Plan

It's never too soon to start planning for retirement, and there's no better way to save for retirement than through the Commonwealth of Massachusetts' Deferred Compensation Plan. A recent change to the plan has increased the salary deferral limit to the lesser of 25% of annual compensation, or a maximum of $8,000.

Suggestion Awards Initiative

Fred Laskey, Secretary of the Executive Office for Administration and Finance, has announced the second annual Suggestion Awards Initiative. This program was designed to reward employees whose suggestions generate savings or additional revenue.

Last year, fourteen Suggestion Awards and twenty-four Honorable Mentions were awarded to employees who submitted ideas that have since resulted in cost savings, efficiencies, and non-tax revenue for the Commonwealth.

All suggestions must be received by January 29, 1999. Suggestion Award winners will be picked by April 30, 1999. Applications and guidelines can be obtained from your agency liaison, or by contacting the Central Business Office at 727-8181.

TECH TALK

Technology Perplexity: Where Are We Going Anyway?

(Last Part of a Two-Part Series)

The article in the last issue focused on many of the changes and new technologies that were introduced to many of our agencies, such as new, fast computers, new e-mail software that includes scheduling and "to-do" lists, and the capability to browse the World Wide Web (WWW). All of these technologies, and others, make for exciting innovations that help us become more productive at a lower cost to the taxpayers.

Now let us turn our attention to what the future holds for us, and to some of the challenges that the CBO LAN Team will be facing in order to continue to improve services and technological reliability. In order to continue to implement solutions that make computing easier, while providing services at even lower costs, and in order to improve communication so that any changes will be positive and non-disruptive to the daily routine, we will be focusing on the following:

Improving Communication

The CBO LAN Team is committed to continuously improving our ability to deliver servies and provide information that may make each of our customer's jobs easier. One major initiative intended to fulfill this goal, is the use of the CBO's newly-introduced Intranet site which can be accessed at **http://www.anf-cbo.state.ma.us**.

We are all becoming more familiar with the WWW. Some of us may even wonder how we ever functioned without it. Now, with the CBO Intranet, the LAN Team is offering a better mechanism for communication and information. The CBO Intranet is still in its infancy, but some of its current offerings are listed below:

Request for LAN Services Form: This on-line, interactive form, will standardize communications related to computer problems or questions. A tracking system is now put into place, plus a priority queue, ensuring that all customers will get a better turn-around time for their requests.

Change Users Form: This on-line, interactive form will assist office managers in requesting LAN services, such as adding new employees to the computer systems or updating changes needed for existing employees.

The LAN Team plans on adding user guides and a host of other information to be used as resources for our clients. We plan on providing other forms on-line in order to automate manual processes. Please visit our web site for updates on future additions to the site.

Maintaining the Status Quo

Now that new hardware and software has been provided to many of our customers, the challenge is to *maintain* the reliability and availability of these systems. However, with over 800 customers that use their computers on a daily basis, and with technology changing so rapidly, this is a monumental task. Furthermore, we have seen that the technology has become more complex. Consequently, questions arise more frequently on how to use these systems or how to do certain functions. The LAN Team recognizes these issues, and can also identify with our customers. We, too, must embrace the technology by accepting the steep learning curve in order to keep abreast. The question is how will we do it?

One of the solutions that the LAN Team is investigating is an automated mechanism for maintaining the software integrity on the desktops. This technology will allow us to upgrade or fix software remotely over the course of a night. As it stands now, if a new security patch becomes available from Microsoft to fix a security breach for the Internet Explorer, we would have to manually apply this fix for all 800 PC's. Assuming that this minor software upgrade were to take one hour—including the time necessary to schedule an appointment, perform the upgrade at the desktop, and test the success of the change—in order to perform this one upgrade on the 800 desktops that we currently service, the total man-hours would add up to over 800 hours—or over twenty-one weeks!

The above scenario was for one software product. Considering that the CBO LAN Team supports six major software products, if each of the products issued only one upgrade or patch per year, then this would consume 128 man-weeks, or 2.5 years! Given this conservative scenario, it would be impossible for the LAN Team to perform this activity. Furthermore, some changes require more than one hour to implement, especially an operating system change.

Since it is virtually impossible for the LAN Team to manually maintain the client desktops, we plan on evaluating and implementing an automated software delivery system. Not only will this keep the desktop software current and viable, but if a problem should arise on an individual computer, a complete new software installation could be downloaded onto the computer. This will eliminate the huge time expenditure necessary for identifying and rectifying computer problems, thereby increasing productivity and retaining valuable LAN resources.

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(TECH TALK continued from page 3)

Asset Inventory and Remote Support

The automated software delivery system also offers the ability to inventory hardware and software assets atuomatically, and maintain accurate records. This is very beneficial for planning new Commonwealth initiatives such as HR/CMS, which requires a minimum hardware standard. It also assists in ensuring that agencies have the correct number of software licenses for their employees. This is especially helpful for audits and when determining purchasing and budget plans.

Lastly, the most helpful advantage for everyone, will be our ability to provide remote desktop support. For example, if you need assistance with Microsoft Outlook, you will now be able to request LAN services through our newly introduced Web site (http://anf-cbo.state.ma.us/Forms/technical/lanreqst.asp) to ask for assistance. Upon receiving the Intranet form, a LAN Team member could, with your permission, establish a remote session with your computer. You could then demonstrate your question or problem to the LAN Team member for quick resolution—all without anyone leaving their office, and with all LAN resources quickly available to the support technician. Fixes will most likely be made immediately, or else the technician will be able to guide the user on how to perform the function in question, as if the technician were looking over the user's shoulder.

In summary, the CBO's LAN Team is fully committed to utilizing Web technology to improve services, workflow, and communications. We welcome comments and suggestions, which can be sent to our e-mail address: **CBO-WEBMASTER@state.ma.us**. The use of automated software delivery, inventory, and remote PC support will be both a tremendous time-saver and productivity enhancer, as well as a cost-saving initiative. Please visit our Intranet site for status updates on our progress.

Word Power

Bozone (n.) The substance surrounding stupid people that stops bright ideas from penetrating. The bozone layer, unfortunately, shows little sign of breaking down in the near future.

Decaflon (n.) The grueling event of getting through the day consuming only things that are good for you.

Intaxication (n.) Euphoria at getting a tax refund, which lasts until you realize it was your money to start with.

Cashtration (n.) The act of buying a house, which renders the subject financially impotent for an indefinite period.

Kinstirpation (n.) A painful inability to move relatives who come to visit.

John Driscoll, Director of Human Resources; Mark McDevitt, Budget Analyst, Performance Recognition recipient; Mary Ann Bradley, Director of Operations; Jackie Harris, Chief Financial Officer; Nilsa Morales, Director of Budget and Payables.

Fiscal Bulletin

QA Reviews

December marked the completion of the Quality Assurance Reviews of all the customer departments of the CBO. Jeanne Campbell and her staff, in collaboration with procurement unit staff from the Comptroller's Office, completed these. They made recommendations to each agency after the reviews. The purpose being to measure the level of understanding and implementation of procurement reform. Based on the reviews, listed below are some thoughts on what departments can do to improve their procurement practices:

- Departments must use state-wide contracts for their procurement needs if a contract is available.
- Departments should practice competitive procurement through the Request for Response (RFR) process for any procurements that are over $1,000 and are not on a state-wide contract.
- Departments are encouraged to use Comm-PASS to advertise their RFR, and utilize it as a reference tool to get ideas and sample language.
- Frequent incidental purchases from a single vendor are **not** incidental as defined by the Procurement Handbook, and are strongly discouraged. Management should review their procurement transactions periodically, and discourage repetitive incidental purchases.
- If RFR is done, the agency must provide the contract award information to CBO procurement staff as soon as the evaluation period is over, so that the CBO can work with the agencies to process the contract and close the solicitation on COMM-PASS.
- Departments should also provide feedback to the Operational Services Division's Procurement Team Leader or the CBO in the event that the state contract vendor does not perform satisfactorily.

Quality Assurance Reviews will be done again next year for a select number of agencies and therefore, it is important to implement the recommendations made to your individual agency. The CBO will be happy to work with departments on implementing any corrective actions.

"Character is what you are willing to do when the spotlight has been turned off, the applause has died down, and no one is around to give you credit." —*Ann Landers*

Budget Unit Update

The CBO analysts are happy to have completed all FY99 Spending Plans and FY2000 Maintenance Estimates. We thank you for working with us to ensure that the Fiscal Affairs Division's (FAD) deadline was adhered to. The budget analysts have been meeting with, and responding to questions from, the analyst at FAD, in such areas as inflation, annualization, staffing, and additions to the FY2000 maintenance estimates.

FY99 Financial Reports and Payroll Projections have been completed through the end of November. We ask that agency liaisons review these and contact their CBO analyst with any questions. As always, the analysts are available to meet with you if you wish. In the meantime, the CBO continues to monitor each agency on an ongoing basis.

The Affirmative Market Program benchmarks for FY99 were submitted on December 18, 1998. We urge you to continue to do business with minority and women-owned businesses, and will be happy to make recommendations on certain vendors to ensure increased participation in FY99. Additionally, the budget unit will be forwarding quarterly reports to inform departments of participation. As most of you may already know, the minority-owned business benchmark is based on the average of FY97 and FY98 expenditures, plus an additional expenditure for FY99. The women-owned benchmark would be based on the actual expenditures for FY98, plus an additional expenditure in FY99.

Latest Report on Accounts Payable

Accounts Payable staff is elated with the new, improved Electronic Data Interchange (EDI). The newly implemented two-way match has made the processing a lot smoother. We ask that agencies continue to confirm delivery by initialing and submitting EDI packing slips to the CBO in a timely fashion. The packing slips are the only documents used for audit purposes.

Most agencies have been promptly submitting invoices for payment, and due to these timely submissions have been able to take advantage of prompt payment discounts with various vendors. It is imperative that invoices are submitted to the CBO for payment as soon as possible, in order to participate in payment discount

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(NOTABLES, continued from page 1)

good-natured willingness to go the extra mile make Kathy irreplacable.
Dorice has been with EAB for thirteen of her seventeen years of state service. As the Administrative Assistant for the EAB Director, she works to ensure the smooth functioning of the bureau. If anyone in the bureau needs anything, the first person everyone goes to is Dorice. Her cheerful demeanor, ever-helpful attitude, and genuine concern for the other staff members makes her departure especially poignant.

Congratulations to Jim McDonagh, of the Human Resources Division, on the birth of triplets! Mother, Marina, gave birth to James Peter, Maria Antonia Cordelia, and Stephen Lucio on November 10, 1998. They were welcomed home by three-year-old big brother, Joseph. Someone must be tired!

The staff of the Central Business Office wishes Susan Kanak, Deputy Comptroller, much continued success in her professional endeavors as she leaves behind a legacy of accomplishments that benefit each of us daily. Susan has been instrumental in the development and implementation of MMARS, BARS, the Information Warehouse, Revenue Optimization, and most recently Y2K upgrades to state-wide mainframe systems. Her twenty-two years of dedication, superior management skills, and priority on customer service will be a target for us all to aim for in our careers.

Now you can get information from the CBO through the Intranet. Please visit our new website: www.anf-cbo.state.ma.us, or click on the CBO link from EOAF's home page listed under EOAF agencies.

The CBO would like to extend warm congratulations to Mark McDevitt, CBO Budget Analyst, on being the recipient of this year's Performance Recognition award. (Photo appears on page 4.)

Life's Little Instructions...

Never deprive someone of hope; it might be all they have.

Never give up on anybody. Miracles happen every day.

Never underestimate the power of a kind word or deed.

Judge your success by the degree that you're enjoying peace, health, and love.

(FISCAL, continued from page 5)

opportunities.

Friendly reminder...***Agencies need to date-stamp all invoices upon receipt.*** This will be used as the payment voucher (PV) date, which will determine the sheduled pay date. The scheduled pay date is the date that payments are issued, and is based on the number of days specified by object codes for the goods or services received.

Saltonstall Relocation News...

As many of you may know, the Saltonstall departments will be relocating between December, 1998, and March, 1999. In order to facilitate the move out of the Saltonstall, a reserve account has been set up under the Executive Office for Administration and Finance to assist agencies in their relocation process. These funds cover leases, moving costs, and phone relocations. The CBO, in conjunction with the Executive Office, is administering these funds. The CBO allocates the funds to the agencies through Intergovernmental Service Agreements (ISA's).

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